

Editorial by André de Crombrughe

En Dear Friends and readers,
After having developed and managed for the last 20 years this highly interesting UNIDO programme, the “Industrial Subcontracting and Supply Chain Development” programme, the time has come for me to retire from UNIDO.

This programme was mostly known under the name of its institutional mechanism, the “Subcontracting and Partnership Exchanges” (SPXs) or under the name of its methodology, and at some stages of its software, the “UNIDO Subcontracting System” (UNISOSS). This programme has proven to be cost-efficient, sustainable (with a high survival rate over 20 years), to reach out to some 20,000 SMEs in over 30 countries with some 60 SPXs, and to bear impact as evidenced by the results achieved.



*C. Magariños, Director General, with
André de Crombrughe, SPX
Coordinator*

nology Promotion Branch, and he also worked in many African and Asian countries. He has also served in the field - in Vietnam and Srilanka. However, I won't be leaving my friends, nor my field of work since the RIOST, the “International Network of Subcontracting and Partnership Organizations” has asked me to join

them as Vice-President in order to develop an International Cooperation Commission. The association GOAL, “Global Outsourcing And Linkages”, recently established, will serve this purpose. In this new capacity, I do hope to be able to build a strategic alliance with UNIDO and launch joint activities. As a first step and symbol of this alliance, I am pleased to invite all the SPXs established by UNIDO to become members of RIOST, free of charge. As a second step, I would be glad to explore possibilities of cooperation between your SPXs, UNIDO and GOAL.

Being aware of the increasingly important role SMEs can play in the present context of the globalization of production systems, I extend my best wishes of succes to benefit from this growing opportunity.

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CLUB NEWS

Today, I am very pleased to hand over this programme to my colleague Patrick Gilabert, who is very dedicated to this programme. He has professional experience in the UNIDO Investment Tech-

Es Estimados Amigos y lectores,
Despues de haber desarrollado y gestionado durante los ultimos 20 anos este muy interesante programa de la ONUDI, “Desarrollo de la Subcontratacion y de Gestion de Proveedores Industriales”, es el momento de separarme de la ONUDI. Esta programa esta mas cognoscido sube la designacion de su mecanismo institucional, las “Bolsas de Subcontratacion y Alianzas Industriales” (BSA) o sube la designacion de su metodologia, y por un tiempo de su software, “Systema de Subcontratacion de la ONUDI” (UNIDOSS). Este programa ha

Fr Chers Amis et lecteurs,
Après avoir développé et géré pendant les vingt dernières années un programme très intéressant de l'ONU DI, “Développement de la Sous-Traitance et de l'Approvisionnement Industriel”, le moment est venu pour moi de quitter l'ONU DI.

Ce programme fut surtout connu sous la désignation de son mécanisme institutionnel, les “Bourses de Sous-Traitance et de Partenariat” (BSTP) ou sous la désignation de sa méthodologie, qui fut un temps aussi le nom de son logiciel, “Système de Sous-traitance de l'ONU DI” (UNIDOSS). Ce programme

The SPX of Beijing

En The acceleration & dynamics of economical progress, industrial output growth, social development and infrastructure building in Beijing, the capital of China, is spectacular. As China wants to promote and to increase the efficiency of its Small and Medium Enterprises (SMEs) a Subcontracting and Partnership Exchange (SPX) was founded in Beijing. The SPX-Beijing, a non-profit orientated public institute, that has officially been operating since May 31st 2004, was established by the Beijing Science and Technology Commission and with the strenuous support of UNIDO.



The main purpose of running an SPX is to advance the economic development, productivity upgrading and technological progress of a country or a region. With the establishment of the SPX-Beijing, Beijing will be able to create new jobs and posts, in which outsourcing activities will contribute a big part.

Although the SPX-Center has just recently started to operate, its activities already cover some of the main industrial sectors and inquiries were received mainly from software, metal and auto motive industries. There is a high probability that in future more companies will be registered in its database.

The SPX team, which has committed itself to running the center appropriately, consists of qualified, efficient and motivated people. The group has a well-defined job

description for each SPX staff member, follows a strategic planning process that includes clear objectives, and also has a standard procedure how to manage a request or how to conduct an industry visit. Due to the fact that the SPX-Staff is provided with good office equipment and resources, the team is capable providing a lot of professional services like consulting services, awareness and training in the fields of Total Quality Management, Technical and Managerial Upgrading, Supplier Development Programs, Lean Production Management and Fair Business Practices.

SPX-Beijing tries to maintain a permanent relationship and contact with their subcontractors, who are able to offer standard and tailor-made products. According to the “Global SPX Survey 2005” SPX-Beijing invests, on average, 8 hours while visiting an industry as it wants to match-make its inquiries as quickly and efficiently as possible. Figure 1 shows through which channels the center receives most of its inquiries.

Currently the SPX is very pleased with its financial situation. The SPX-Beijing is mainly financed by the government, supported through membership fees, donation and the income of its professional services. As SPX-Beijing is very young, it has not yet organized any subcontracting fairs, but has participated in some. However, suggestions have been made by the SPX-Beijing, that together with the Beijing Productivity Center, they should host a Global Seminar or Forum, open to all SPXs, in October 2005 in

order to popularize the concept of “Industrial Subcontracting and Partnership Exchange”, and to support and to promote Chinese enterprises to access “SPX Network”, and at the same time to promote Chinese-SMEs to improve both processing and management capability.

According to the latest trends and development of the SPX-Beijing it can easily be assumed that it will change the Chinese economy in a positive manner.

Beijing Productivity Center (BPC)

The BPC serves as the host institution for the SPX-Beijing and its services are complementary to the SPX functions. BPC has also already announced the possibility of becoming a key member of an SPX “All-China Regional Network”, because it provides very good features for the establishment of the same possibilities.

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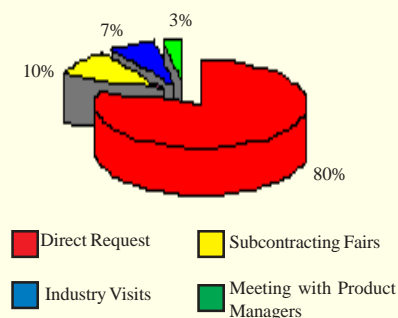
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Figure 1



Source: Global SPX Survey 2005

Academic Review: MIT - Supply Chain 2020 - Project



En As decreased time and decreased costs enhance competitiveness, the role of an effective “Supply Chain Management – System” is and will remain an important and crucial ingredient for business success in the 21st century.

and students at the MIT and other institutions throughout the world, and consists of a variety of publications, journal articles, working papers and field studies. An Industry Advisory Council, made up of supply chain executives from leading companies, has been established in order to leverage, accelerate and support the process of the research.



The “Supply Chain 2020 – Project” is a multiyear research aiming to identify and analyse the essential factors and innovations that will contribute to the success of supply chains by the year 2020. This project was initiated by the Massachusetts Institute of Technology (MIT) – Zaragoza, a research and education partnership of MIT. The global research project involves dozens of faculty, research staff

Definition of an Excellent Supply Chain

In an absolute perfect supply chain demand would be known and could also be satisfied. As this is not the case in the real environment, members of the Industry Advisory Council and representatives from the MIT try to define “excellent” Supply Chains. Using performance metrics of an organization can be one possible way

to define it. There are three categories of supply chain metrics that represent an organization’s priority:

- 1/The financial metrics
- 2/The speed metrics
- 3/The customer metrics

In order to achieve optimal results, companies have to find an optimal balance between all of the proceeding metrics - which depends on the company’s strategy, industry, and phase of the economic cycle - to provide excellent products and services on time at the lowest possible cost.

The 2 Phases of the Supply Chain 2020

In order to meet several objectives of the research two phases have been designed:

Phase 1: This should consist of four steps, and is to understand basic and general principles of the future success in excellent supply chain management and the macro factors that might influence them:

1
An investigation into the evolution of successful supply chains

2
The identification of the salient characteristics of currently successful supply chains

3
The identification of the major macro factors that drive successful supply chains

4
The development of a supply chain model incorporating the relationships among major macro factors and supply chain characteristics

Phase 2: Acquiring Information from Phase 1, Phase 2, which consists of three steps, will project the future and will help companies in deciding what actions they should take to make sure they are not left behind:

1
The generation of likely future macro scenarios that will significantly alter the nature of successful supply chains

2
The development of future supply chain scenarios

3
Recommendations for corporate action



The main objective of the MIT is to promote knowledge and to educate students in science and technology in order to face national and international challenges of the 21st century. MIT cooperates with leading national and international institutions

“We seek to develop in each member of the MIT community the ability and passion to work wisely, creatively and effectively for the betterment of humankind”

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(by Shahidnewaz Sattar)

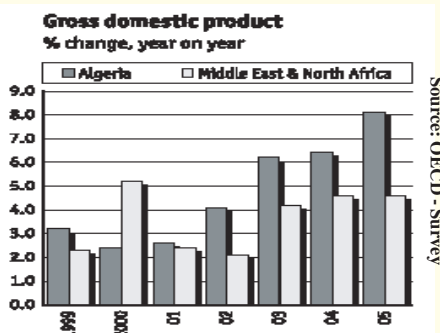
Country Watch:

Algeria



Economic Overview

Algeria's economy is enjoying rapid growth due to its abundant natural oil and gas reserves. The economic growth forecasts for Algeria are good and the GDP growth is expected to reach 6.5% in 2004 and 8.1% in 2005. Algeria's economic growth is above the average in the Middle East & North Africa region.



Algeria's economy depends heavily on its oil and gas exports. The percentage of oil and gas revenues in exports is as high as 96.6%. Under the current trend of a sharply rising oil price, Algeria, a member of OPEC, is bound to profit from this development. The oil and gas production is also expected to continue to rise. Non-oil sector exports contributed only US\$ 460m and of this amount, the largest part of non-oil exports is the sector of semi-finished goods. Because of huge oil and gas exports, Algeria is experiencing a high trade surplus of US\$ 5.3bn in the first half of 2004. Since the first half of

2003, Algeria's export earnings rose 10% to US\$ 13.5bn.

The development of infrastructure and the production and processing of hydrocarbons are the main cause for import costs.

Algeria has a current fiscal surplus of 3.2% of GDP due to its hydrocarbons export. The fiscal surplus is also expected to continue to rise.

On the other side, the industrial output of public enterprises has declined during the past decade. Production decreased by 25%. Above that, Algeria is the country with the lowest level of physical capital productivity amongst the Arab countries. In addition this rate is continuing to decline.

Partnership for Growth and Development with France

The Partnership for Growth and Development signed by Algeria and France includes a •2bn financial package to be transferred by France to Algeria. The •2bn financial package will be applied to cut foreign debts, to support trade and to provide soft loans.

This financial package will also fund French business investment. Above that the French Development Agency will aid small and medium-sized companies in Algeria. A major project that will be financed by the French trade loans is the construction of an underground railway system in Algiers. This project will claim as much as two thirds of the French trade loans. France will also support the modernization of the water supply systems in several large Algerian cities. These projects will promote vital improvements in the country's infrastructure.

EU Associations Agreement

Algeria signed an association agreement with the EU in 2002, ratified by the Algerian parliament in 2003. This association agreement is also called Euro-Mediterranean Agreement and will come into force when it is ratified by the 25 EU member states. The agreement allows exports towards the EU of a series of products without

any duty or limited quotas.

WTO Negotiations

Algeria is on the way to enter the WTO. Seven rounds of negotiations have been completed since 1998. Progress has been made on many issues and Algeria is confident in joining the WTO soon.

FDI Trends in Algeria

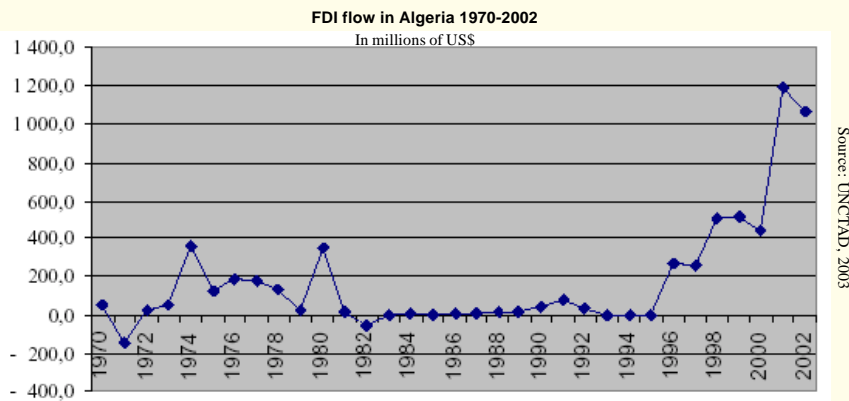
FDI in Algeria has risen sharply since 1994. Today Algeria is an attractive target for FDI in North Africa. In 2002 the Algerian government announced a plan to support the economic revival. In this plan, the importance of FDI for economic recovery was emphasized.

The Algerian state provided also a number of guarantees to foreign investors. Several multilateral and bilateral conventions were ratified to enable FDI. The largest FDI sectors in Algeria in recent years have been telecommunications, the food sector and the sector of chemicals and pharmaceuticals.

The largest part of FDI originates from the USA, followed by Egypt and countries of the EU.

In 2001 the government of Algeria founded a new agency called ANDI to promote foreign investment in the country. ANDI has opened several offices in Algeria. ANDI supports companies investing in Algeria by coordinating all registration formalities. In addition ANDI can provide tax relief, lower customs duties and exceptions to labour laws.

In spite of this positive trend in FDI, the share of FDI in the Algerian GDP remains low. The opening of Algeria towards FDI has been a more recent development. Previously, the long-term policy of Algeria was shaped by the idea of "autocentricity", a closed-country system. Nevertheless, a small number of economic sectors in Algeria have been heavily influenced by FDI of particular foreign companies. These companies are Ispat (steel), Henkel (detergents) and OTA (mobile telecommunications).



Outsourcing & Subcontracting Activities in Algeria

Algeria participates in UNIDO's SPX programme as a full member. The BASTP (Bourse Algérienne de Sous-Traitance et de Partenariat) was founded in 1992 in agreement with UNDP and UNIDO. Subsequently three other regional BASTP offices were founded: for the East in Constantine, for the West in Oran and for the South in Ghardaïa. By creating regional SPX centres, Algeria is one of the countries providing very convenient features for a SPX access.

The BASTP describes its main activities as being an information centre or database for industrial technology and the promotion of subcontracting partnerships. These subcontracting partnerships between companies should aim at the optimal use of existing capacities. Subcontracting partnerships are to be created in the most complete and the most productive way as possible.

The BASTP also assists the development of the Algerian export market and the integration of national industries by substituting imports. The BASTP organizes subcontracting fairs like e.g. the Fair for International Partnership and the Promotion of Subcontracting, which was held 11 May 2003 in Algiers.

Regional SPXs in Algeria

The regional SPX for the West, the Bourse de Sous Traitance et de Partenariat de l'Ouest BASTPO, was founded in 1997. At the time of the SPX foundation as many as 200 companies

were registered. The BASTPO sees its role in bringing together supply and demand. The BASTPO finds it important that member companies can make optimal use of their technical capabilities. In order to achieve this goal, the BASTPO assists in optimising the utilisation of resources. The BASTPO organised the subcontracting and partnership fair SIPAST 2004.

The regional SPX for the East, the Bourse de Sous Traitance et de Partenariat de l'Est BASTPE, was founded in 1993. The BASTPE offers registered companies specialised subcontractors, new clients, promotion of know-how, new orders, the participation in specialised fairs, partnerships, specialised seminars, industrial suppliers and contact to industrial service companies.



Algerian workers in the steel industry

The BASTPE works in the sectors of metal transformation, plastics, rubber, leather, glass, electricity, electronics, automation, company services, agriculture and food processing, textiles, construction, public works and maintenance.

(by Thobias James)

SIPAST 2004

Salon International du Partenariat, des Approvisionnements et de la Sous-Traitance

International Subcontracting Fair organised by the BASTPO in Oran 10 - 13 May 2004.

The SIPAST fair was organized for companies >> to search for offers or demands of partnership and subcontracting, >> to find subcontractors with the relevant know-how, >> to dispose of under-used capacities or to look for extra tasks, >> to find information on all offered capacities in the Algerian market and->and to promote their own outsourcing programme.

SIPAST was also intended for companies wishing to improve their present partnership. The SIPAST fair was organized for the sectors of hydrocarbons, chemicals, metal transformation, metal equipment and production, transformation of plastics, rubber or composites, agriculture, mixed industries, packaging material, services, industrial maintenance of vehicles and construction.

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Es demostrado que estaba eficiente y sostenible (con un elevada de supervivencia). Se ha extendido a unos 20,000 PyMEs en mas de 30 países con unos 60 BSAs, y tiene un impacto como los resultados conseguidos lo indiquen.

Ahora, es un placer de pasar la mano a mi colega, Patrick Gilabert, quien es muy dedicado a este tema. Tiene experiencia profesional en el Servicio de Promoción de Inversiones y de la Tecnología de la ONUDI, y también trabajó en varios países de Africa y de Asia. Ha también servido en el terreno, en Vietnam y en Sri Lanka.

Sin embargo, no me separare de mis amigos y de este campo de trabajo, porque el RIOST, “El Red Internacional de Organismos de Sub-Contratación y de Alianzas” me ha ofrecido el puesto de Vice-Presidente con el cargo de la puesta en marcha de una comisión sobre la Cooperación Internacional. La asociación GOAL, “Global Outsourcing And Linkages”, recientemente establecida, servirá a esta fin. En esta nueva capacidad, espero que podré construir alianzas estratégicas con la ONUDI y de poner en marcha unos actividades conjuntas. En primer lugar, y como símbolo de esta alianza, tengo el placer de invitar todas las BSAs establecidas por la ONUDI a devenir miembros de RIOST, sin costo. En segundo lugar, hay que explorar las posibilidades de cooperar con las BSAs, la ONUDI y GOAL.

Consciente del papel siempre más grande que las PyMEs pudieran jugar en el contexto actual de la globalización de sistemas de producción, les envío mis mejores deseos de éxitos frente a esta creciente oportunidad.

Fr a prouvé qu’il était efficient et durable, avec un taux de survie très élevé. Il s’est étendu à quelque 20.000 PME dans plus de 30 pays avec quelque 60 BSTPs, et a eu un impact incontestable comme l’indiquent les résultats obtenus.

Aujourd’hui, j’ai plaisir de passer la main à mon collègue, Patrick Gilabert, qui est très dévoué à cette cause. Il

possède de l’expérience professionnelle dans le Service de Promotion des Investissements et des Technologies de l’ONUUDI et il a également travaillé dans des pays d’Afrique et d’Asie. Il a aussi servi sur le terrain au Vietnam et au Sri Lanka.

Toutefois, je ne quitterai pas mes amis ni mon domaine d’activités puisque le RIOST, le “Réseau International d’Organismes de Sous-Traitance et de Partenariat” m’a demandé de le rejoindre en tant que vice-Président, en vue de développer une Commission de Coopération Internationale. L’association GOAL, “Global Outsourcing And Linkages”, récemment constituée, servira cette fin. A ce nouveau titre, j’espère pouvoir construire une alliance stratégique avec l’ONUUDI et lancer des activités conjointes. En premier lieu en tant que symbole de cette alliance, je suis heureux d’inviter toutes les BSTPs mises en place par l’ONUUDI à devenir membres de RIOST, à titre gratuit. Ensuite, je serais heureux d’explorer des possibilités de coopération entre les BSTPs, l’ONUUDI et GOAL.

Conscient de l’importance croissante du rôle que les PME peuvent jouer dans le contexte actuel de la mondialisation des systèmes de production, je vous fais part de mes meilleurs vœux de succès face à l’opportunité croissante.

Sri Lanka conducts a mobile consultancy service to rice millers in Monaragala district

On the invitation of the Monaragal District Chamber of Commerce and Industry, Small and Medium Enterprise Developers (SMED) conducted a mobile consultancy service to a selected group of entrepreneurs engaged in rice milling. The objective of this program is to find out the current problems faced by the entrepreneurs and provide solutions on the spot and also to follow up with additional support.

This mobile service was one component of the pilot project commenced by National Cleaner Production Centre (NCPC) in Monaragala District to



Sri Lanka - Rice Miller

improve the productivity and reduce environmental impacts caused by the Rice Milling Industry in the country. The project is implemented by SMED on behalf of NCPC/UNIDO (United Nations Industrial Development Organization).

Mr. Nihal Cooray, Manager SMED said that it is pathetic to note that the millers are even having problems with vital items such as rubber rollers, which could be produced locally by small scale entrepreneur. Although the best rubber rollers are designed for Sri Lanka by Research Institutions, we are unable to promote an entrepreneur. SMED, with the chamber will concentrate to get over this problem. He further said that like in Indonesia, there is potential to set up a small scale power plant using paddy husk which is also causing solid waste disposal problem.

SMED was setup in 1989 to help the SMEs in a free market economy and to foster them.

(by SPX - Sri Lanka)

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The BPC is a non-profit orientated public institution established and organized by the Ministry of Science and Technology to promote the productivity of SMEs in China, especially in Beijing. Among more than 1000 Chinese productivity centers, BPC is one of the largest. It is situated in the Beijing City Commercial Bank – Building. BPC focuses particularly on high-tech sectors such as Information Technology, automation, software and biotechnology. Services provided by BPC to SMEs or SMIs (Small and Medium Industries) are normally free of charge.

(by Shahidnewaz Sattar)

Club News

SPX Chongqing

UNIDO's first subcontracting and partnership exchange in China (SPX Chongqing), was officially inaugurated on the 15 April 2004 by Vice-Mayor of Chongqing, Jianong Wu.



Vice-Mayor of Chongqing, Jianong Wu, and André de Crombrughe

The SPX inauguration shared the stage with the opening of the Chongqing Auto Exhibition 2004 (16 - 18 April, 2004) and benefited from the presence of a number of officials from the Chongqing Economic Commission, the Chongqing Hi-Tech Industry Development Zone, the Chongqing Foreign Trade & Economic Relations Commission, the Chongqing Exhibition Centre.

CAMEROON: SPX Round Table

The establishment of the future SPX Cameroon was discussed during a half-day roundtable held at the Chamber of Commerce, Industry Mining and Handicraft (CCIMA) in Douala. (23 April 2004)

SPX Beijing

High-level representatives of the



Chairman of the Beijing Science and Technology Commission, Ma Lin, and Patrick Gilabert

Beijing Government and some 60 small and medium-sized enterprises (SMEs) participated in the inauguration of UNIDO SPX Beijing, China's second Industrial Subcontracting and Partnership Exchange, on 31 May 2004, in Beijing. The host of the Beijing SPX is the Beijing Productivity Centre. The China Association of Productivity Centers, working under the Ministry of Science and Technology, is a network of 1071 Centers. Seventy of these centres, including the Beijing Productivity Centre have received Model Centre Awards and are ISO 9001 certified.



The 30 SPX centers members of the ALABSUB network in Latin America have released their new 2004 directory. Detailed information about the SPX Network can be found, through which 14,000 SMEs in 15 Latin American countries can be reached.

CHINA: Forum on Innovation and Development of SMEs draws new members to UNIDO Supply Chain Programme

UNIDO was invited to participate in the day-long Forum on Innovation & Development of SMEs held on 3 June

2004 to present UNIDO's Industrial Subcontracting and Supply Chain Development (SPX) Programme. The Forum looked at issues relating to: improving SME development, SME globalization and accession to multinational company manufacturing and supply chains. The SME Innovation and Development Forum was one of the major activities of the 3rd APEC METC program, attracting about 250 participants from Chinese SMEs and representatives of APEC Member countries. After the Forum, three organizations have ex-



The four Panel Members

pressed their interest to establish a SPX in Qingdao.

International Subcontracting Fairs

Paris, France
7-10 December 2004
(www.midest.com/)
>> MIDEST 2004



Pune, India 3-5 December 2004
(http://www.ciionline.org)
>> SOURCE Enterprise 2004

Dakar, Senegal
25 - 29 January
(www.step2005.com)
>> STEP 2005



Hannover, Germany
11 - 15 April 2005
>> HANNOVER MESSE
(www.hannovermesse.de/)



Karlsruhe, Germany 18 - 20 April
2005 (www.resale2004.de/)
>> RESALE 2005



Bilbao, Spain 27-30 September 2005
(www.feriadebilbao.org)
>> Bilbao Exhibition



Paris, France Nov./Dec. 2005
(www.midest.com/)
>> MIDEST 2005

About UNIDO

Mission: The United Nations Industrial Development Organization (UNIDO), set up in 1966, helps developing countries and countries with economies in transition in their fight against marginalization in today's globalized world. Carlos Magariños, the Director-General of UNIDO, describes the Organization as a specialized United Nations agency that focuses its efforts on relieving poverty by fostering productivity growth.

About SPX

UNIDO is at the forefront in assisting developing countries to connect to the global subcontracting and supply chain network. The services offered in this connection include both the establishment of Subcontracting and Partnership Exchanges (for more information: spx@unido.org) and the development of supply chain partnerships (for more information: supply-chain@unido.org).

SPX News is produced four times a year by the UNIDO Supply Chain Development Programme.

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All issues are available on the internet



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An Academic Review: HEC Paris

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Your SPX Network

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- BASTP-Est, Constantine
- BASTP-Ouest, Oran
- BASTP-Sud, Ghardaia

COTE D'IVOIRE:

- BSTP-CI, Abijan

GHANA:

- SPX-AGI, Accra

MADAGASCAR:

- BSTP-M, Antanarivo

MAURITIUS:

- SUBEX-M, Port Louis

MAROC

- BNSTP-M, Casablanca

SENEGAL:

- BNSTP-S, Dakar

TUNISIE:

- BNSTP-T, Tunis

AMERICA:

ARGENTINA:

- BSA-UIA, Buenos Aires

BOLIVIA:

- BSA-Fundacion, La Paz
- BOLSICRUZ-CCI, Santa Cruz,

BRAZIL:

- BSI&N-SEBRAE; Sao Paolo
- BSI&N-ABIMAQ, Sao Paolo

CHILE:

- BSA-Corpac, Santiago

COLOMBIA:

- Red Colombiano de CSI, Bogota
- CSI-Centro, CCB, Bogota
- CSI-Sevicios, ACIEM, Bogota
- CSI-del Pacifico Occidente, Cali
- CSI-del Eje Cafetero, Manizales
- CSI-de Antioquia, Medellin
- CSI-del Costa Caribe, Barranquilla
- CSI-de Narino Pasto, Pasto
- CSI-de Bucaramanga Santenderes
- CSI-de Barrancabermeja
- CSI-de Tolima Huila, Ibague

COSTA RICA:

- BSI-CI, San Jose

CUBA:

- BSA, La Habana

DOMINICAN REPUBLIC:

- BSA-RD, Santo Domingo

ECUADOR:

- BSA-CAPEIPE, Quito

GUATEMALA:

- BSA-CIG, Guatemala City

MEXICO:

- Red Mexicano de BSA, BEPIQ, Queretaro
- BSIM-CIMEG de Jalisco, Guadajalajara
- BSPI&DP-CAINTRA de Nueva Leon, Monterrey
- CEPED, Chihuahua
- MOLTRO, Queretaro

PANAMA:

- BSA de Panama

PARAGUAY:

- BSA-CEDIAL, Asuncion

PERU:

- BSA-ADEX, Lima
- BSA-ADEPIA, Arequipa

URUGUAY:

- BSA-CIU, Montevideo

VENEZUELA:

- BSA de Caracas

ASIA:

CHINA:

- SPX-Chongqing
- SPX-Beijing

INDIA:

- National SPX Network, New Delhi
- SPX-CII, New Delhi
- SPX-CII, Pune
- SPX-CII, Hyderabad
- SPX-SISI, Chennai
- SPX-KASSIA, Bangalore

LEBANON:

- BSTP/SPX-L, Beirut

QATAR:

- GOIC (Gulf Organization for Industrial Consulting)-SPX

SRI LANKA:

- SPX-SL, Colombo

EUROPE:

FRANCE:

- COSTEP, Auxerre
- BSTE, Nancy

RUSSIAN FEDERATION:

- International Center for Subcontracting and Partnership, ICS, Moscow

SLOVAKIA:

- SPX-SES, Bratislava

TURKEY:

- SPX-ICC, Istanbul